

Oak Ridge Operations
Office

*Mission Implementation
Plan*

May 4, 2001

Oak Ridge Operations Office

Mission Implementation Plan

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The Department of Energy (DOE) has undergone significant changes in the last few years and further changes can be anticipated as the country moves forward into the 21st century. All of these have an important impact on Oak Ridge Operations (ORO) and the way we do business.

One important change was the establishment, in May 1999, of a new reporting structure whereby Operations and Field Offices report to a Lead Program Secretarial Office (LPSO). This new reporting structure emphasizes the responsibilities and accountability of line organizations and recognizes the supporting functions of the staff organizations within the Department. To further enhance and enforce these relationships, the Deputy Secretary established the Field Management Council which reviews and comments on all Departmental policy before it is approved.

Another very significant change in March 2000 was the establishment of the National Nuclear Security Administration (NNSA), a semi-autonomous agency of DOE, that is focused on the missions of national security. Reporting relationships, organizational structures and processes for this new organization are being developed to ensure its success in carrying out critical national security missions of the United States.

In addition, we have seen many changes in contracting strategies, which have resulted in new and

different contractor organizations for ORO. As new ideas, new initiatives, and new philosophies emerge, ORO and its contractors must be adaptable and ready to accept the changes.

These changes have had a significant impact on ORO. First, we now report directly to the Office of Science as the LPSO. This has provided us with a focal point and a champion at the Headquarters level for our issues. Both ORO and the Office of Science have learned much from each other, and the learning process is expected to continue as we define new and improved ways to communicate, operate, and resolve Departmental issues.

Second, the establishment of the NNSA has led to the creation of a new Area Office—the Y-12 Area Office—which reports to the Office of Defense Programs within the NNSA. This then led to the need to redefine how ORO and the Y-12 Area Office, which share real estate on the Oak Ridge Reservation, must work together to ensure the success of both offices. A Service Arrangement between the two offices was finalized in December 2000. Changes are anticipated as the NNSA evolves and as ORO continues to refine its responsibilities and services to the NNSA. Our fundamental philosophy is that we will do what is necessary to ensure the success of the NNSA and the Y-12 Area Office.

Such changes can be a reason for uncertainty and concern among employees. Instead, these changes should be cause for excitement and motivation. Opportunities that we have not yet envisioned will surely present themselves. We should look forward to those opportunities and position ourselves to be flexible and adaptable to the changes to ensure the success of all of DOE's missions.

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As the DOE is clearly changing and impacting ORO, other factors are continuing to signal a robust future for Oak Ridge. These include:

- ❖ Increased funding for science, technology and defense;
- ❖ Strong environmental management program as a result of our good project management and clear progress in the field, particularly with the expected closure of the Weldon Spring Site (WSSRAP);
- ❖ Strong support for revitalization and modernization of the Oak Ridge National Laboratory (ORNL) and Y-12 National Security Complex;
- ❖ Strong support for our science facilities at ORNL, the Oak Ridge Institute for Science and Education (ORISE), and the Thomas Jefferson National Accelerator Facility (TJNAF);
- ❖ Strong support for the Spallation Neutron Source (SNS) project, the next generation neutron scattering facility in the United States;
- ❖ The promise of East Tennessee Technology Park (ETTP) to be a future business park for a variety of commercial, industrial entities;
- ❖ The expectation for conversion plants to be constructed and operated at both Paducah and Portsmouth Gaseous Diffusion Plants;
- ❖ Good relationships with our regulators; and
- ❖ Most importantly, willing and able employees who want to do the right thing!

This is not to say that our future is perfect and will be easy to attain. We face a number of tough challenges. In particular, we need to improve our teamwork skills so that we are seen as cooperative agents, all focused on the success of DOE missions. This cooperation must extend across all elements of our internal organization and be fundamental to working with our Headquarters counterparts and our contractors. We must view contractors as partners with a shared responsibility for achieving DOE missions. This presents a challenge in terms of defining and clarifying our roles. Many ORO employees have expressed concern about understanding what they should be doing and how they should be performing their jobs. This is a result of redefined reporting relationships, new contracting strategies that are different from the traditional management and operating structure, and an emphasis on line management accountability and oversight.

ORO needs to become more open to other ways of doing business and responding more quickly to change. Efficiency of operations is essential in a budget-constrained world, and continuous improvement and productivity enhancements must become a way of life. Responsiveness to our many customers, both internal and external, must improve. While we recognize and appreciate that we have certain rules that we must abide by, we must move toward being more pragmatic in our way of doing business. For example, we have specific challenges in the areas of implementing integrated safety management, the cost of direct Federal operations, and reservation-wide management.

In summary, change is a way of life, and the potential for ORO to have a robust future by eagerly rising to the many challenges and opportunities that these changes bring is great. We have developed the ORO Mission Implementation Plan to ensure that we can meet these challenges and realize a bright future for all of us. We have set forth a vision for ourselves and a plan that will get us there.

Our Vision

*Oak Ridge – The leader in
achieving DOE missions
with distinction
by solving today's problems
and building our future with
science, technology and manufacturing.*

Our Mission

O RO is responsible for implementing elements of every major Departmental mission in science, energy resources, national nuclear security and environmental quality. Implementation of these programs is achieved in complex operating facilities at multiple locations in Tennessee, Kentucky, Ohio, Missouri, and Virginia as shown in Figure 1.

DOE Oak Ridge Operations

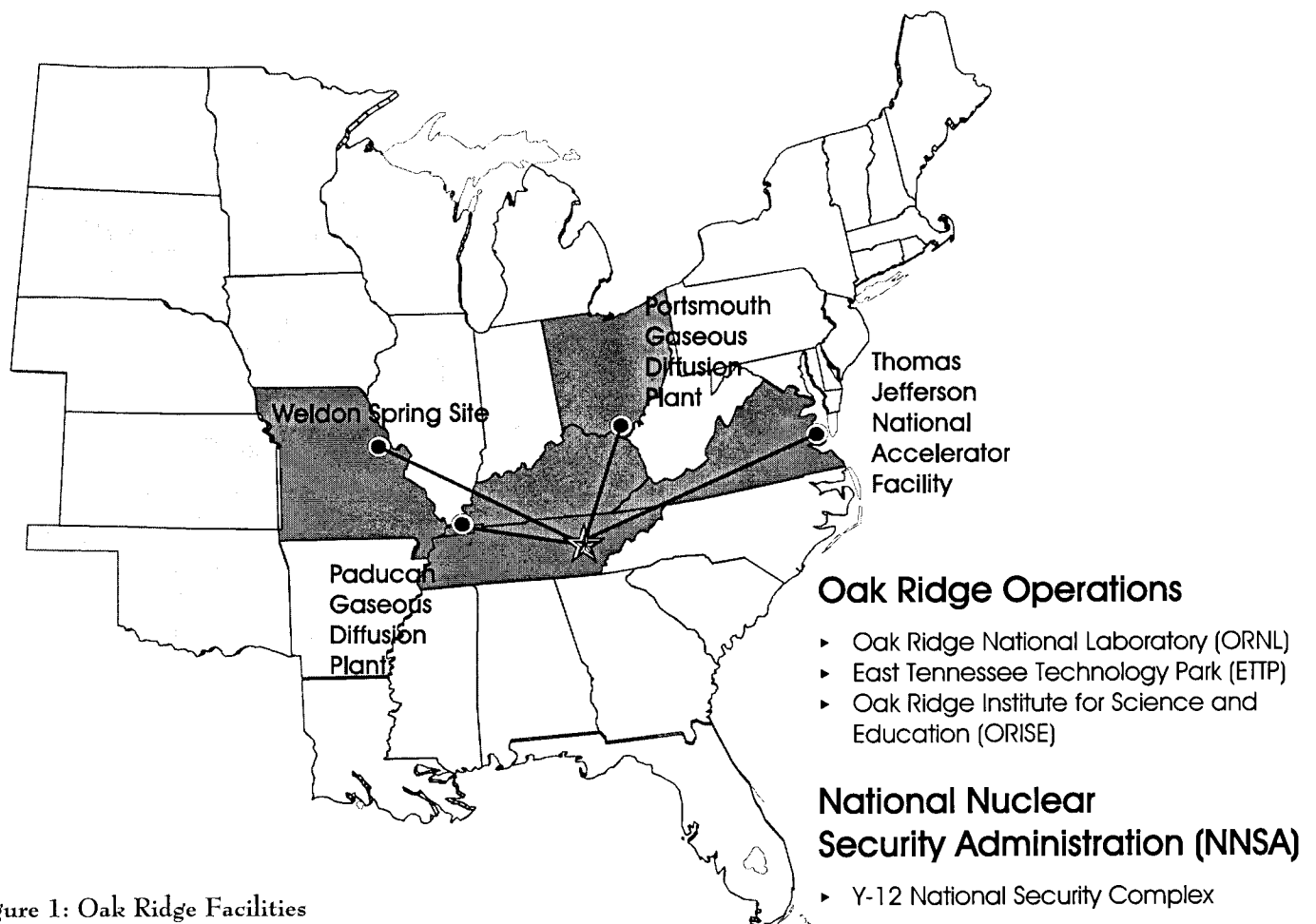


Figure 1: Oak Ridge Facilities

The Office of Science is the Lead Program Secretarial Office for ORO; however, significant programmatic direction is also provided by the Office of Environmental Management, the Office of Energy Efficiency and Renewable Energy and the Office of Nuclear Energy, Science and Technology. Since the establishment of the NNSA, programmatic direction from the Office of Defense Programs is provided directly to the Y-12 Area Office. The ORO is responsible for providing business and administrative services to the Y-12 Area Office.

More than 550 federal employees within ORO and the Y-12 Area Office are engaged in ensuring that the program activities that are accomplished through an annual budget of approximately \$2.5 billion are carried out in a safe, reliable, efficient and secure manner. In addition to the federal employees, more than 13,000 contractor employees are engaged in accomplishing the many projects and missions that are assigned to ORO and the Y-12 Area Office.

The four programmatic missions of the Department which are accomplished by ORO and Y-12 Area Office are:

<p><i><u>Science</u></i></p> <p>Advancing science and scientific tools to provide the foundation for DOE's applied missions and to provide remarkable insights into our physical and biological world.</p>	<p><i><u>Energy Resources</u></i></p> <p>Promoting the development and deployment of systems and practices that provide energy that is clean, efficient, reasonably priced and reliable.</p>
<p><i><u>National Nuclear Security</u></i></p> <p>Enhancing national nuclear security through military application of nuclear technology and by reducing global danger from the potential spread of weapons of mass destruction.</p>	<p><i><u>Environmental Quality</u></i></p> <p>Cleaning up the legacy of nuclear weapons and nuclear research activities, safely managing nuclear materials, and disposing of radioactive wastes.</p>

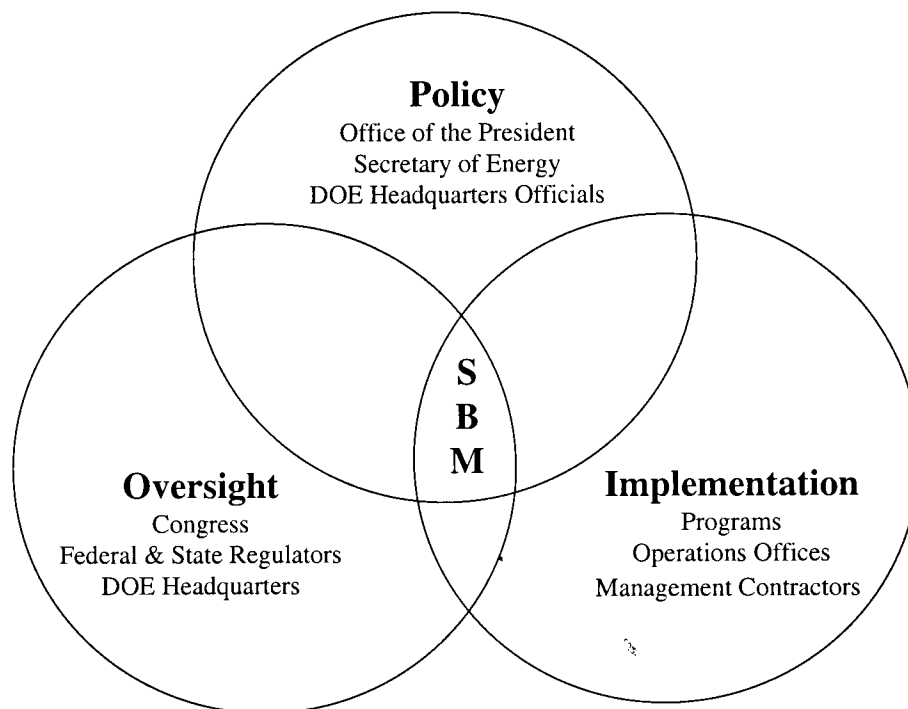
We are here to do "THE WORK" assigned to us by those DOE programs. We must remember, however, that safety and security are integral parts of this work. The top priority of the ORO is the maintenance of a safe and secure workplace for our people and the public. There is NO compromise on this principle.

We will be known for performing our work with distinction. That is, with safety, security, efficiency and reliability at the forefront of our approach. In addition, we will be measured by others with respect to our responsiveness, willingness to be flexible by taking on new assignments or adapting quickly to changing requirements, and openness with each other and our many stakeholders.

As we move to implement our assigned missions we will act pragmatically. This outcome orientation will

also guide our relationships with others on our implementation team, which includes our contractor partners. Further, we will move towards a management system that is "Standards Based" (see Figure 2) and with a recognition that our role is one that is firmly seated in the implementation circle. For the most part we leave the work of policy and oversight to others, i.e., Headquarters and Regulators. Our role in these areas will primarily consist of developing standards for work on our sites that are consistent with Headquarters policy and regulatory oversight. This will allow for work to move forward more quickly as all members of the implementation team, both federal and contractor, will share a common understanding of the work standards that apply and the desired outcomes for mission accomplishment.

Figure 2
STANDARDS BASED MANAGEMENT LINKS
POLICY, OVERSIGHT AND IMPLEMENTATION



We will be known as an Operations Office that understands the goal that the DOE is moving toward and that implements its policies with a positive, “can-do” spirit. Our reputation will be one of being a team player that is focused on both mission and organizational success.

The DOE Strategic Plan of September 2000 sets the direction and expectations of the Department at the highest levels. Each program office sets its programmatic direction through similar planning processes. The ORO Mission Implementation Plan flows from those documents and reflects the work that is expected of us.

ORO *Operating Principles*

We have embraced a set of Operating Principles that will guide the conduct of all members of the Mission Implementation Teams.

- ◆ Encourage diversity of thought, opinion and point of view.
- ◆ Value and support corporate decisions.
- ◆ Engage all team members early in the process resulting in consensus, efficiency and better decisions.
- ◆ Treat each other with mutual respect, dignity and equality.
- ◆ Do what’s right.
- ◆ Accept accountability for actions and inaction – fix the problem, don’t place blame.
- ◆ Enjoy ourselves and our work.
- ◆ Communicate, communicate, communicate.

Our Goals and End Results

The ORO Mission Implementation Plan defines our five key goals and the end results that are envisioned within the next five years reflecting the achievement of those goals. Specific measurable strategies and tactics that we plan to take during the next one to two years that will lead to achievement of the end results are identified in the plan as well. We will hold ourselves accountable for achieving these results.

Our five goals are as follows:

Goal 1

We will achieve and expand programmatic missions.

Goal 2

We will ensure that Oak Ridge facilities and infrastructure are appropriate to accomplish missions and objectives.

Goal 3

We will build and maintain a diverse, well-trained, highly qualified and motivated workforce to achieve current and future programmatic missions.

Goal 4

We will develop and enhance relationships with our strategic publics to create improved understanding, awareness and trust.

Goal 5

We will demonstrate excellence in operating and management processes and systems.

The end results for each goal are expressed on the following pages.

Goal 1: We will achieve and expand programmatic missions.

Science Programs

- ✓ Complete construction and commissioning of the SNS in accordance with established schedules and budgets by FY 2006.
- ✓ Complete construction of the Functional Genomics Laboratory and transfer all personnel and program activities from Y-12 to this facility by June 2004.
- ✓ Complete construction of a Computational Science Building by end of FY 2002 and acquire 10 teraflops of computing capacity by the end of FY 2003.
- ✓ Complete installation of the High-Flux Isotope Reactor (HFIR) cold source and associated instrumentation and infrastructure by March 2003.
- ✓ Complete modifications required to upgrade the TJNAF to 12 GeV and begin construction of the Experimental Hall "D" by FY 2004.
- ✓ Complete the ORO/ORNL five-year plan for establishment of an Energy Efficiency Research and Development Facility at ORNL and ORO/ORNL's role in emerging Energy Efficiency and Renewable Energy programs and joint activities with other DOE laboratories by June 30, 2001.

- ✓ Establish a DOE Neutron Science Fellowship Program at the Oak Ridge Institute for Science and Education (ORISE) to expand the scientific user community for the SNS.
- ✓ By September 2001, develop a multi-year plan to establish ORNL's position in carbon sequestration.
- ✓ Increase Work for Others and CRADA funding by 50 percent in five years to complement the fulfillment and expansion of DOE programmatic initiatives at ORNL.

Environmental Quality Programs

- ✓ Start Environmental Management Waste Management Facility operations by November 2001.
- ✓ Complete disposal of all legacy mixed waste and 51 percent of low-level radioactive waste by the end of FY 2005.
- ✓ Complete disposal of all transuranic (TRU) waste by the end of FY 2009.
- ✓ Complete environmental cleanup of existing EM scope by FY 2012:
 - ◆ Complete WSSRAP by FY 2002;

- ◆ Complete Portsmouth remedial actions by FY 2006;
 - ◆ Complete ETTP cleanup so site can become a commercial industrial site by FY 2010;
 - ◆ Complete Paducah remedial actions by FY 2010; and
 - ◆ Complete Y-12 and ORNL remedial actions by FY 2012.
- ✓ Consistent with a fully commercial self-sustaining industrial park by FY 2010, transition 90 percent of leaseable property at ETTP to the private sector by end of year 2005.
 - ✓ At Portsmouth Gaseous Diffusion Plant, starting in FY 2002, maintain a 3 million separative work unit (SWU) gaseous diffusion capability in "cold standby," and maintain the remaining portions of the plant in a surveillance and maintenance mode with decontamination and decommissioning (D&D) planning underway.

Energy Resource Programs

- ✓ Complete the Gas Centrifuge Demonstration Project in FY 2005.
- ✓ Establish within ORO a Uranium Management Group and a Heavy Isotope Management Group that will serve as focal points for integrated nuclear material stewardship for the DOE complex.

- ✓ ORO/Uranium Management Group is viewed as the preferred contracting agent for Foreign Research Reactor fuel by 2004.

National Nuclear Security Programs

- ✓ Meet all stewardship plan requirements.
- ✓ Apply the improved technologies and tools developed by the campaigns to achieve directed stockpile work performance measures.
- ✓ Develop and implement the Y-12 modernization plan.
- ✓ Ensure the availability of a workforce with the critical skills necessary to meet long-term mission requirements.
- ✓ Reduce the global danger from the proliferation of weapons of mass destruction. Provide leadership and technical support to interagency nonproliferation and arms control efforts to strengthen the international nonproliferation regime.
- ✓ Eliminate surplus U.S. highly enriched uranium (HEU) within approximately 20 years, primarily by down-blending the material to low enriched uranium for peaceful use fuel for commercial reactors.
- ✓ By FY 2005, increase complementary work by 100 percent to help sustain or enhance critical skills, core competency and infrastructure requirements of NNSA.

Goal 2: We will ensure that Oak Ridge facilities and infrastructure are appropriate to accomplish missions and objectives.

ORNL Revitalization

- ✓ Revitalize the ORNL by:
 - ◆ Completing all new construction in Phase I of the revitalization program by FY 2006;
 - ◆ Consolidating all operations at the main ORNL campus by FY 2008;
 - ◆ Vacating 1.89 million square feet of excess space by FY 2004 and defining the disposition path for these surplus facilities by FY 2002; and
 - ◆ Shrinking the ORNL security perimeter and creating an open campus by the end of FY 2002.

ORISE

- ✓ Reduce the number of ORISE sites by 50 percent through modernization and consolidation by 2006.

Disposal Cell at Oak Ridge

- ✓ Using a privatization procurement strategy, construct and operate an Environmental Management Waste Management Facility on site to provide initial disposal capacity of 400K cubic yards of waste with incremental expansion to accommodate up to 2 million cubic yards by FY 2004.

Depleted Uranium Hexafluoride
Conversion Plants

- ✓ Construct and operate DUF6 Conversion Plants at Portsmouth and Paducah with construction beginning no later than FY 2004 and operations beginning no later than FY 2006.

Surplus Facilities

- ✓ Disposition surplus facilities through active teamwork among all involved programs and organizations and have a disposition plan for all excess/underutilized facilities in place by end of FY 2005.
- ✓ Complete activities required to issue a final Request for Proposal (RFP) by Summer 2001 to process U-233 for medical isotopes, repackage the material for safe storage, and vacate Building 3019.

Y-12 Plant Modernization

- ✓ Modernize the Y-12 National Nuclear Security Complex by constructing the HEU Materials Facility by 2007 and the Special Materials Complex by FY 2005, and by initiating planning for Enriched Uranium Materials.

Goal 3: We will build and maintain a diverse, well-trained, highly qualified and motivated workforce to achieve current and future programmatic missions.

Leadership

- ✓ ORO Leadership is focused on creating and balancing value for employees, customers and stakeholders.

Roles and Responsibilities

- ✓ Every Federal employee understands his/her role in achieving ORO-assigned missions by proactively and collaboratively working with each other and our contractor partners. Notwithstanding this partnership, our Federal staff is able to judge objectively and dispassionately contractor outcomes.

Human Resources

- ✓ Employees have expanded skills in leadership and organizational effectiveness in sufficient numbers to satisfy ORO succession planning needs.
- ✓ ORO Labor/Management Relations are managed in a way that is open and embraces the principles of pre-decisional involvement, interest-based bargaining and alternative dispute resolution.
- ✓ ORO's workforce mirrors the current civilian labor force statistics.

- ✓ ORO's critical human resource skills are appropriately deployed to current missions. ORO's Management Structure and style are sufficiently fluid to adjust quickly to changing missions and priorities by rapidly deploying staff where necessary.

- ✓ ORO's work environment/climate contributes to the well-being, satisfaction and motivation of all ORO employees. Simply put, ORO employees view ORO as a place where they want to come to work and a place where they know their contributions will be recognized and appreciated.

Employee Communications Plan

- ✓ Employees understand the mission of ORO, their individual role in achieving organizational success, and are aware of issues and activities.

Goal 4: We will develop and enhance relationships with our strategic publics to create improved understanding, awareness and trust.

American Museum of
Science and Energy

- ✓ Provide for the long-term financial stability of the American Museum of Science and Energy.

Communications Plan

- ✓ Cordial, working relationships built on two-way communications and trust will exist between ORO and its external publics.
- ✓ The general public will be informed on ORO activities through community-wide outreach and news media relations activities.

Goal 5: We will demonstrate excellence in operating and management processes and systems.

Safety and Health

- ✓ Mature Integrated Safety Management Systems will be fully in place throughout all ORO organizations, both federal and contractor, such that internal audits and assessments will reveal no weaknesses. All employees fully understand the hazards of their work and will have been involved in the work planning and execution. Continuous improvement and feedback are the norm.
- ✓ All ORO prime contractors plus their associated subcontractors will achieve a statistically significant decrease (as

measured on a control chart) in their Safety Cost Index over the next five-year period. The "No Accident" philosophy will prevail.

- ✓ A mature Emergency Management Program will be in place on the Reservation such that all emergency conditions are effectively terminated with minimum loss of assets and resources.
- ✓ Develop and implement the Standards-Based Management System at ORNL by the end of FY 2002.

Safeguards and Security

- ✓ Tailor Safeguards and Security programs to best facilitate ORO complex missions and initiatives, consistent with National Security and effective management practices.
- ✓ Develop and implement Integrated Safeguards and Security Management into all our processes by FY 2008.
- ✓ Integrate safeguards and security with technology transfer and export control activities to best support international, national and local programs at ORNL, Y-12 and others by FY 2003.

Business Processes

- ✓ Fully implement Business Management Information System (BMIS) - Financial Management in accordance with Headquarters schedule, currently October 2002 - October 2003.
- ✓ Ensure that BMIS has an adequate funds control/budget module that is flexible and adaptable to changes.

- ✓ Technology transfer business systems will be revised and improved to shorten process times, avoid potential problems and improve customer service. These business systems will be fully automated to achieve at least a 20 percent improvement in process time.
- ✓ Extend Document Online Coordination System (DOCS) installed user base by 25 percent by September 2001.
- ✓ Implementation of an electronic procurement system which integrates the activities of the program, financial and procurement organizations.
- ✓ Implement the automated Training Module in the Corporate Human Resources Information System (CHRIS).
- ✓ Reduce the cost of Federal operations at ORO facilities by 25 percent by the end of FY 2003.

Project Management

- ✓ ORO plans, budgets and executes its projects on schedule and at budget.

How We Make the Mission Implementation Plan Real

Our goals and end results are achievable but can only be realized if we take specific actions in a timely manner. The specific, measurable tactics are

included in the *Work Book*—the appendix to this document. These represent the critical actions we must take in the next one to three years that are important to the success of the ORO.

Recognizing that “what gets measured gets done,” the ORO senior management team will evaluate our progress toward meeting the tactics and strategies and end results on a monthly basis. Revisions to tactics that are deemed appropriate will be made throughout the year using a change-control process; therefore the *Work Book* will be a “living document” that reflects our ability to be flexible and adapt quickly to change. The status of each tactic/strategy will be recorded and the record made available to all employees. The monthly reviews are scheduled for the second Tuesday of each month.

In September of each year we will formally review and revise our goals, end results and tactics. This will ensure that we are continuing to move in the direction that the Department of Energy intends.

Conclusion

The future of ORO is bright and robust because we deliver outstanding science, technology and manufacturing capabilities. Furthermore, with funding for modernization plans and new and enhanced facilities, a strong cleanup program, and successful reindustrialization efforts, the country is making a clear statement that the work we accomplish here is important and is expected to continue well into the 21st century.

Our office is characterized by a philosophy of being responsive and flexible, doing what makes sense, and by demonstrating through our actions that safety is our highest priority and value. In addition, this office honors its commitments, always with the goal of coming in ahead of schedule and under budget. At the end of each work week, each of us should be able to identify what we did to contribute to the success of meeting our commitments. We will realize our vision:

*Oak Ridge – The leader in
achieving DOE missions
with distinction
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